

25 FEB 1966

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Possible Personnel Management Problems in the
Office of Computer Services

1. For some time now I have had a growing concern about staffing problems and rumors of morale problems in the Office of Computer Services--particularly in the area of automatic data processing. Initially I was concerned about the general shortage in the supply of qualified candidates in this field of work and somewhat later with the seemingly excessive attrition rate. In this connection, a recent study indicates that from 1 February 1965 to 31 January 1966 ten Card Punch Operators and 17 technical and professional personnel have left the Agency.

2. I have also become alarmed at the apparent inability of the Applications Division, OCS, to meet Agency information requirements on personnel matters. A review of outstanding projects on record in OCS for the Office of Personnel as of 16 February 1966 indicates a backlog of 1,228 man hours. Some of the jobs were placed as far back as November and December of 1965 and promised completion dates run into June and July 1966. These figures give no consideration to additional priority requirements which will certainly develop. The backlog situation may be far worse than indicated since the Office of Personnel is only one customer--although an important one because most of our requests for special runs generate from requirements levied upon us by operating officers or senior management levels in CIA.

3. Lastly, I have been alarmed at expressions of discontent by persons leaving the Agency--discontent with personnel management practices within OCS or possibly the absence of evidence of personnel management. I would summarize or interpret the complaints as follows:

a. There appears to be no Career Service or other personnel management mechanism within the Office of Computer Services to handle long-range personnel planning and development. Opportunities for formalized training or for development through varied work assignments appear to be completely lacking.

b. Internal communications within the Office of Computer Services appear to be weak at best. Members of the Office feel that they are not informed about the Office's activities and plans and that, indeed, their "customer offices" frequently know more about these matters than they do.

c. There appears to remain a big question of whether it is not inherently impractical to attempt to combine in one organization, using common facilities, the Agency's computer-driven machinery for the storage, retrieval, and manipulation of administrative data and our more esoteric applications of computer capabilities.

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d. Finally, it appears that those with true technical qualifications as Systems Analysts feel that people of lesser qualifications (the [] Group, for example) are taking over the real guts of the work and that the professionally qualified group have been reduced to performing routine programming and clerical tasks.

4. I have not made any attempt to verify or quantify these complaints; rather I am bringing the situation to your attention since the total performance of OCS is so vital to the entire Agency. I assume you will wish to take this matter up with the Deputy Director for Science and Technology. I, of course, stand ready to do anything I can to help remedy any deficiencies found to exist.



Emmett D. Echols
Director of Personnel

Att: OCS Separations Table

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